

CABIN CREW – CREW RESOURCE MANAGEMENT (CRM) FORUM

29th January 2009 – AVIATION HOUSE

Conference Speakers

<i>JF</i>	<i>Janice Fisher</i>	<i>Manager Cabin Safety Office, CAA</i>
<i>CE</i>	<i>Carey Edwards</i>	<i>Chairman – Human Factors Group</i>
<i>SS</i>	<i>Sarah Skelton</i>	<i>Chairman – Cabin Crew Standing Group</i>
<i>RC</i>	<i>Rob Calvert</i>	<i>FOI – Training Standards, CAA</i>
<i>PS</i>	<i>Pete Shaw</i>	<i>FOI – CAA</i>
<i>EA</i>	<i>Elizabeth Albourne</i>	<i>Cabin Crew Training Manager – easyJet</i>
<i>CB</i>	<i>Colin Budenberg</i>	<i>Manager Training Captain, Standards – Thomson Airways</i>
<i>KB</i>	<i>Karen Bath</i>	<i>Head of Corporate Communications, CTC</i>

0915 Coffee and Registration

0945 Janice Fisher (JF) Manager Cabin Safety, CAA, welcomed all to the Forum.

CE Presentation – RAes Human Factors Group
Explanation that the day represented a Royal Aeronautical Conference
RAeS structure / aims and objectives.
Introduced the Human Factors Cabin Crew Standing Group

SS Gave thanks to the CAA for hosting the Conference
Outline of the programme for the Conference
Followed by individual introductions from the Standing Group Members
An invitation was extended to delegates to apply to become a member of the Standing Group
Thanks given to British Airways for producing the DVD for the afternoon session
History & purpose of the Standing Group / Mission Statement and background to the work of the group including the support we hope to offer Operators.
Summary to recognise the difficult current climate in the Industry and consideration points regarding the future role of cabin crew.

JF Presentation – Regulatory Requirements
(Delegates were informed that all presentations would be available on the RAeS-HFG website)

- EU – OPS,
- CRM Training Tables,
- Operators,
- Training Organisations,
- Introductory CRM,
- Operator CRM,
- Aircraft Type Specific,

- Recurrent,
- Senior Cabin Crew,
- Cabin Crew CRM Instructor Qualifications and Course Content

Q Tim Ramsdale – Bmibaby – Is there any requirement that a cabin crew instructor is observed by a CRMI?

JF No, not an accredited CRMI but by a suitably qualified CRM instructor.

Q Gary Wakefield – FR Aviation – Are we expecting any changes in the qualifications regarding the three year cycle?

RC No changes expected

Q Terry Davis – CTC – Are there any changes for accreditation for cabin crew and flight deck crew?

JF No changes are expected.

Q Richard Coward – Virgin – Why do we have a situation where the CRMI (FD) is observing a cabin crew instructor whilst not having any cabin crew experience him / herself? Cabin crew instructors should be accredited.

JF Accreditation was connected to licensing requirements. All instructors should be suitably qualified. If accreditation was given to CRM instructors only, it sets it apart from other subjects.

RC Recommended that delegates read the Notice of Proposed Amendment for future Implementing Rules on the EASA website. Changes will only be made if organisations use the Comment Response Tool to make suggestions.

Q Danny Barrowclough – Thomas Cook – re cabin crew accreditation, within Thomas Cook, our cabin crew instructors are accredited in-house as CRMI's for credibility especially with pilots on the course. What depth of knowledge do cabin crew instructors need to have to deliver training to pilots?

PC Peter Shaw – CAA – In-house cabin crew instructors may only deliver CRM training to pilots when accompanied by an accredited CRMI. If they wish to be accredited themselves, then they should have an in-depth knowledge of specific flight crew topics and subjects such as automation.

EA Presentation – Training & Developing CRM Instructors within easyJet

- Why HPL,
- Pre Course Study (CAP 737),
- The Course,
- EU/OPS Legislation,
- Facilitation Skills Development,
- Workshop Session,
- Open Forum & Exam,

- The Benefits,
- The Future

Q Stuart Mitchell – Flybe – do you have any proposals within your company for cabin crew to become accredited to conduct pilot training?

EA We believe it is of value and best practice to conduct joint training with one pilot CRMI together with cabin crew CRM instructors at present but the current climate may require us to review this.

Q Kevin Roberts – Logan Air – If 34 cabin crew trainers came back for HPL training why are the pilot CRMI's not included in that?

EA We would like to do this but there is a logistic issue in rostering courses of a reasonable size and as this is not a requirement as Pilots study HPL as part of their accreditation - also this would be difficult to achieve due to the link with pilot costs.

Q Don O'Connor – Virgin - How did your trainers find switching from Instruction techniques to facilitation techniques?

KS Karen Starling – easyJet – It was extremely difficult but having the HPL course helped trainers to embrace facilitation techniques and now this is used naturally within other subject areas.

KB Presentation – Facilitation Skills

- The Power of Facilitation,
- Facilitation, Origins & Definitions,
- Why Facilitate,
- Attributes of an Effective Facilitator
- Skills of Facilitation,
- Differences between Instructing and Facilitation,
- Summary (key learning points)

SS Gave information re groups for workshops prior to lunch break.

12.30 Lunch

CB Presentation - Cabin Crew Skills List

- CB gave thanks and appreciation to the presenters from the Standing Group
- Behavioural Marker Systems, Skills Lists and the Meaning of Life
- Pilots Skills Lists
- How to use the Skills Lists
- Purpose of Assessment
- Training Pilots Skills List
- Good Crew Members
- Cabin Crew Skills List

SS Introduction to the DVD & it's content, with instructions for the workshop session. Groups were asked to focus on a particular crew member and then -

1. Working as individuals, observe and record the behaviours demonstrated by your allocated crew member
2. Within your working group compare your observed behaviours

Presentations for the Workshops

A representative from each group presented their findings based on the cabin crew member's observed behaviour having used the skills list. The following questions were answered overall –

3. Using the Skills List, which main skill areas do the observed behaviours fit into – which areas do you think need to be changed and which areas need positive reinforcement?
4. If you were to use this exercise in a CRM class, how would you facilitate the discussion?
5. What would be your key question to start a facilitative discussion?

At the end of the presentation SS asked for feedback about the use of the Skills List. Overall it was received positively.

Comments & Questions

Q Tim Ramsdale – Bmibaby - It is a struggle to find useful source material to provide ideas to use in training sessions. Is there anybody who has a useful library of materials for use by all?

RC The CRM Advisory Panel are currently working on a video library. It is proposed that this will be held by the CAA. The library will hold a bank of DVD's, together with a synopsis, and these will be able to be hired/purchased for a small payment.

Q Tim Ramsdale – Could there be a pool of knowledge?

RC If any company/instructor/training provider is prepared to submit training material to the CAA we would be pleased to add it to the library.

Q Norman Macleod – Kitty Hawk Training – Made an offer to collate information some time ago but no one contributed. The offer was made again and was welcomed by RC with thanks.

KB Has advised since the Conference that CTC is about to launch a new facility for training material which can house video/DVD material for use in CRM or other training courses.

Q General comments re a future Conference

RC Commented on the huge amount of work put into producing this Conference and gave thanks to the Standing Group Members. He also reiterated the request for new members.

Q Jo Green – JG Aviation - Are there any plans for other conferences for other subjects eg SEP, First Aid, etc bearing in mind their importance too?

JF Dangerous Goods and Security would fall under specific departments. Research has been completed re Fire Fighting Training Standards and a Forum will be held to discuss future training requirements. A FODCOM will be issued in due course.

CE Commented that he would support the principles of integrating CRM into other subjects.

Q Malcolm Coe – Consultavia – I came from the Helicopter world and I would like to see this information extended to other crew members.

RC There are very few helicopter operators who have a need for cabin crew but CRM skills are applied to other crew on board.

Clarification was asked generally re accreditation, JF commented that accreditation as a CRMI is necessary in order to train pilots whether a pilot or cabin crew instructor.

JF Re Attestations – said it is likely that the new Implementing Rules will state that they can be suspended, amended and revoked although it is currently not clear who will be responsible for this.

RC Asked if anyone assesses CRM at present? If not, what do Instructors do if a cabin crew member is not up to standard re CRM skills?

JF Advised that the Operator retains responsibility for ensuring cabin crew are competent, therefore they must address the situation if it is considered that safety could be compromised.

SS Formally thanked the delegates for attending and participating before closing the Conference. Delegates were requested to complete feedback sheets.